| RESEARCH ARTICLE

An Investigation into the Leadership Traits of Prime Minister Narendra Modi: A Conceptual Framework

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| ABSTRACT

The purpose of this research is i) to find out what unique traits make PM Modi an inspiring leader, ii) to assess if respondents' perceptions differ significantly, and iii) to create a conceptual framework of leadership traits so that we can better comprehend PM Modi's leadership styles. The study includes 19 leadership traits relevant to PM Modi's leadership styles, extracted from previous articles and expert discussions. This study collected quantitative data from LinkedIn connections using a random sampling procedure. A self-designed questionnaire was sent to 700 people from various backgrounds to rate their agreement or disagreement with 19 leadership traits. The study was conducted in March and February 2024, with 29% of the responses (203) available for analysis. The study reveals that the top ten leadership traits in ranking order include strong 'network building, ''self-motivation,' 'global perspective,' 'visionary leadership,' 'determination and result-orientation,' 'public direction communication skills,' 'proactive approach,' 'being organized (detailed-oriented),' 'integrity in the workplace,' and 'creative thoughts and thinking.' The results of the Mann-Whitney test revealed differences in respondents' assessments of PM Modi's leadership abilities in India and other countries. There are significant differences in the perceptions of educators and other groups regarding the five leadership traits that may be linked to the lack of trust in Indian society and culture. Additionally, the factor analysis produced a five-factor model: visionary and transformative; humanistic and value-driven; decisive and result-oriented; social influencer and opinion leader; and flexibility, adaptability, and dynamic. It appears that PM Modi's personality and leadership style are a perfect fit for the extended version of the Greatman hypothesis, which is the trait theory.

1. Introduction

Different academics have different definitions of leadership. Kotter (1999) claims that there are a few basic methods by which leadership encourages change, which allows leaders to seize new possibilities. Its mission is to build the organizations and procedures that managers require and eventually elevate them to new heights. According to Northouse (2013), leadership is the process by which a single person persuades a group of others to strive toward a common objective. Linda Hill, a professor at Harvard Business School and one of the world's foremost authorities on leadership (quoted by Knight, 2023):

"Leadership is a process of self-development, she says. No one can teach you how to lead; you need to be willing and able to learn how to lead. Most of the time, we learn from our experiences and from facing adversity. Stepping outside of the spaces where we feel safe is a powerful teacher."

Political leaders are vital because they forge alliances with various stakeholders, decide on matters that can significantly impact a country's inhabitants and well-being, and allocate power and resources through governmental policies (B. PAC, 2020, July 24). Political leadership requires a leader to focus on a country's long-term betterment as well as the overall socio-economic development and security of the nation. A political leader needs to be well-liked by the electorate and general public in order to govern a country efficiently and, naturally, win elections. For example, India's most populous democracy, led by Prime Minister Narendra Modi, is approaching its tenth year of governance, and he plans to run for a third term. One wonders what quality of charisma most controls his personality and sustains him as the most well-liked political figure in the world on a regular basis (Prakash, 2024, February 22). To deepen our understanding of what makes a compelling political leader, people could be interested in learning about the unique traits that these individuals hold.

It is absolutely amazing to read about Narendra Modi's extraordinary path from tea vendor to India's 14th prime minister—a tale of tenacity, political astuteness, and leadership. Modi had a rough upbringing after being born in Vadnagar, Gujarat. But his determination to help the people made him join the Bharatiya Janata Party (BJP) and then the Rashtriya Swayamsevak Sangh (RSS) (ET, 2023, September 2). Furthermore, as evidenced by its expanding economic influence, India's progress under his dynamic leadership has contributed to the nation's recent ascent to prominence as an emerging power. PM Modi has changed political governance by selling good performance to the people and creating trust and delivery guarantees for them. In this way, it is argued that PM Modi is an innovative, strategic thinker and leader who only values success and action (Joshi, 2022, October 11).

1.1 Traits Theory

A leader is someone who has an objective and acts in concert with the people in the group they are in-charge of to accomplish that objective, according to Bass (1997). A leader employs specific techniques or approaches during the leadership process in order to position his leadership as a dynamic force that inspires, drives, and organizes the members of the group toward accomplishing the objectives established. Many theories, including trait theory, behavior theory, functional theory, the great man theory, servant theory, contingency theory, transformational theory, and others, can serve as the foundation for different leadership philosophies. Nonetheless, trait theory will be our primary area of interest in this study.

Building upon the great man hypothesis is the trait theory of leadership, which holds that effective leaders possess particular behavioral and personality features. Gordon Allport created the trait theory initially. The combination and interaction of various traits form a personality that is unique to each person. Trait theory is focused on identifying and measuring these individual personality characteristics (Fajkowska & Kreitler, 2018). As per Verawati and Harono (2020), trait theory posits that leaders possess innate qualities, including bravery, intelligence, strength, initiative, and responsibility. A person's personality traits make up their motivation and actions. As to the leadership trait idea, an individual's distinct set of innate qualities is what makes them a leader. These traits may have to do with personality, intelligence, physical qualities, or something else entirely. According to trait theory, the qualities of an organization's leader largely determine how well the organization performs. The notion that finding qualified candidates will boost the organization's performance is the foundation of this idea. Because trait theory focuses only on the leader, it ignores the follower.

It's crucial to recognize that various leaders have different levels of trait desirability, according to Nichols and Cottrell (2014). Similar to how some leaders work better in particular environments, some leaders might be more appropriate for low-level leadership roles (e.g., shift supervisor or mayor), while others might be more suited for high-level roles (e.g., company president or US president). These attributes enable them to become successful leaders in a variety of situations. It also fosters the notion that certain people are born leaders and others are not. This leadership concept can assist you in discovering more about your areas of strength and limitation. After that, you can attempt to strengthen your weak points. Many firms choose their ideal candidate for a leadership role by applying their characteristic approach. The trait theory of leadership is composed of eight primary characteristics: Conscientiousness and openness to new experiences, high responsibility, goal-oriented thinking, task competency and efficiency, excellent empathy, communication, charm, and a drive for success are characteristics of the extraverted personality (Cherry, 2022).

Although a list of leadership qualities may be compiled by anyone, a recent study identified behavioral characteristics that distinguished lower-level supervisors from higher-level supervisors. Expertise and adaptability, assertiveness, the ability to inspire others, courage and resolution, creativity, decisiveness, eagerness to take on responsibility, emotional stability, intelligence, action-

oriented judgment, the need for achievement, people skills, perseverance, self-confidence, task competence, reliability, and an understanding of their followers' needs are the characteristics most frequently linked to great leadership, according to the researchers (Nichole & Cottrell, 2014).

The trait-based theory also has shortcomings. Strong leaders are said to exhibit specific attributes, yet those who have these traits don't usually end up in leadership roles. Some have hypothesized that this might be the result of situational factors, where leadership abilities only show themselves when given the chance (Jiang et al., 2015).

1.2 Objectives of the Survey Study

The purpose of this survey is:

i)   To find out what special traits make PM Modi an inspiring leader;
ii)   To assess if respondents' perceptions differ significantly; and
iii)   to create a conceptual framework of leadership traits so that we can better comprehend PM Modi's leadership styles.

In other words, this survey research aims to identify the distinctive traits that make Prime Minister Narendra Modi an inspiring leader and determine if respondents' perspectives differ significantly.

There are five sections in the remainder of the paper. The second section provides a thorough literature analysis of leadership traits related to PM Modi, along with illustrations for each of the 19 variables this study looked at. A summary of the research gap and the literature review are also included in this section. In contrast, a thorough research design, sample selection, research instrument, and response rate are included in Section 3. The findings and their discussions are included in Section 4.   Additionally, a five-element model, or conceptual framework, is included in this section. Section five concludes by outlining the study's conclusions, limitations, and recommendations for further research.

2. Literature Review

People can learn how to negotiate complicated political environments and effect positive change in their own communities or organizations by studying PM Modi's tactics and ideas. Legendary leaders possess traits like charisma, vision, decisiveness, innovation, and global effect, all of which are embodied in Narendra Modi's leadership (Singha, 2024). However, it needs to be mentioned here that there is no one standard collection of traits that guarantees success in leadership; rather, different abilities are crucial in different contexts. The following 19 traits—which were gathered from previous studies, online publications, and conversations with diverse individuals from all walks of life—are used to evaluate PM Modi's leadership traits.

Leadership plays an important role and is a part of every political system (Finer, 1954). Duke Ofosu-Anim (2022) states that leadership is an important discipline in political studies. However, researchers often overlook this area of research. Theorists attribute this neglect to the perplexities of political leadership, which are often in conflict with the tenets of a liberal democratic ethos.

Modi's trait scores are close to the world leaders' averages; his profile is the most challenging, too. During Modi's first term, he was seen as a rather contextually informed leader. India played the emerging power master role with Modi's interpretations but without substantial changes brought about by his agency. For example, Modi challenged constraints in India's relationship with Pakistan while simultaneously adopting a more cautious, context-based approach to it (Kesgin & Wehner, 2022).

The following 19 traits are included in this survey study as political traits related to PM Modi. Each is described below with suitable examples:

2.1. Visionary leadership

Someone who has the ability to recognize opportunities, set difficult objectives, and motivate others to work toward them is a visionary leader. PM Modi is an extremely skilled leader with many leadership qualities. He has a natural charisma and a knack for inspiring others. He is very adept at setting and accomplishing goals (Sugar Mint, 2024). Whereas Singh (2023, September 4) argued that the necessity for visionary thinking is highlighted by Narendra Modi's concentration on ambitious goals and innovative undertakings. Leaders may take advantage of this by setting ambitious yet doable goals that inspire their teams to strive high and foster creativity. Kumar (2015) asserts that Narendra Modi is a visionary leader and statesman who is guiding India's ambitions to become the greatest country in the world in terms of living standards for its residents and inhabitants.

In addition, US Secretary of Commerce Gina Raimondo stated that Prime Minister Narendra Modi is the most well-liked leader and a visionary, adding that his dedication to the Indian people is "indescribable" (Economic Times, 2023, April 16). While other leaders might be content to simply hold onto office, Modi has always had a grander vision in mind: he wants to make India a global powerhouse. His leadership of the biggest democracy in the world has been distinguished by his extraordinary personal traits, visionary foresight, and daring to make difficult decisions that have not only changed India but also won praise from all around the world. He has an amazing capacity to predict and meet his country's changing demands. His ambitious yet doable projects, like the "Make in India" campaign, which aims to support domestic manufacturing and encourage economic self-sufficiency, are a prime example of his foresight (Kharb, 2023). This is seen in his willingness to take risks, invest in cutting-edge technologies, and advocate for global change.

Furthermore, it is common knowledge that Prime Minister Modi has a distinct long- and short-term vision for the expansion and advancement of India. Apart from immediate infrastructural projects, he envisions India as a developed country by 2047. Modi launched the "Swachh Bharat Abhiyan," which intends to establish quarterly goals for his ministries in an effort to enhance national hygiene.

Thus, India used to be thought of as an extremely impoverished nation. Now, India is increasingly being known as "Vishwa Gurus" (de Estrada, 2023). The world today views India differently, and this is solely due to PM Modi's visionary leadership.

2.2 Being organized (detail-oriented)
To be organized means to regulate and keep an eye on the changing behavior and outcomes so that the departments or organization run smoothly. It is a continual process that needs to change depending on the task and the environment; it doesn't happen overnight (Deep, 2018). Experts and media reports claim that PM Modi is quite picky about the way government programs are implemented to ensure that tasks are completed on schedule, with good quality, and that product designs meet or exceed expectations. One example is when he visited the site several times during the Statue of Unity's building to make sure everything was proceeding as fast as possible, according to plan, and in keeping with public expectations. Another illustration would be the building of a new parliamentary facility. Modi engaged with the construction workers while observing the faculty members as they emerged from both houses of parliament. Modi made an unexpected trip to the newly constructed Parliament building. He examined several works at the new parliament complex for over an hour (The Hindu, 2023, March 31).

2.3 The public's direct communication strength
Effective leaders need to have charisma since it is a desirable attribute that helps them influence and inspire others. As a charismatic leader, Modi possesses an inherent capacity to establish rapport, instill trust, and connect with a worldwide audience. Narendra Modi is a dynamic leader with excellent communication skills. This skill allows him to engage the audience, shape their opinions, and lead with impact. He makes excellent connections and works well in a team. He has been able to tell the public and his subordinates about his policies and aims by using a range of outlets.

According to Saxena (2014), the establishment of a positive work environment requires effective channels of communication. Modi has been very successful in communicating his vision and goals to the people of India in his last ten years of governance. Millions have been impressed by Modi's ability to articulate a compelling future vision, which has sparked support for his projects (Bajpai, 2019). Most visionary leaders possess the ability to vividly depict a desired future and inspire others to strive towards its actualization (Northouse, 2018). Khechar (2019, April 19), in a commentary on PM Modi, states that PM Modi doesn't stop talking. He is reaching out to the country via TV, radio, and his campaigns, whether they are called "Chai pe Charcha" or "Mann Ki Baat." There once was a time when Lata Mangeshkar's famous voice could be heard throughout our nation. That voice has been supplanted by Modi's constant talking in today's environment of noise pollution.

2.4 Empathy with regular people
Empathy is the ability to recognize and feel the emotions of others, as well as the capability to imagine what someone else could be thinking or feeling. Professor Hill believes that a critical element of good leadership is comprehending and building an emotional connection with others (cited by Knight, 2023). Leaders must actively engage with their team members in order to build relationships and foster trust. This is one of PM Modi's best attributes. For instance, when PM Modi's cavalcade was due to break down while going from Ahmedabad to Gandhinagar during his recent visit to Gujarat, his convoy was stopped to let an ambulance pass. Prime Minister Modi's cavalcade has a green corridor, and no vehicle is permitted to pass in front of it or behind it in order to safeguard the leader, according to SPG protocol. Another instance of his humane qualities is how he handled the COVID-19 pandemic, overseeing the distribution of millions of vaccinations not just to the people of India but also to neighboring nations.

PM Modi's monthly "Mun ki Baat" program, which connects millions of individuals, is an illustration of his sensitivity to everyday people.

Modi's dedication to advancing progressive change, the well-being of the populace, and the pride of India is fundamental to his philosophy and worldview. One of Modi's greatest qualities is his empathy, which has helped him create some of the best welfare schemes since Independence (Anand, 2021, October 7).

2.5 Determination and result-oriented

Under Modi's leadership, Gujarat became one of the most successful states in India, with impressive economic growth rates and increased employment opportunities. His focus on results is evident in his tireless work ethic and refusal to accept anything less than success. Consequently, one of Modi's most distinctive traits might be his unwavering courage and determination of conviction, which result from his actions. According to him, "*I take all my decisions through the prism of nation-first.*" Over the last ten years, India, under the able leadership of Modi, has undergone profound transformations across the board. In a recent statement, PM Modi said, "*The country has come up as the world's third-largest startup ecosystem with more than 125,000 startups and 110 unicorns and is charting a roadmap for becoming a developed nation by taking the right decisions at the right time*" (India Weekly, 2024, March 20).

Kharb (2023) stated that PM Modi has consistently shown an unmatched willingness to take chances and make daring judgments, frequently in the face of fierce opposition. A few of these bold choices, including demonetization and the removal of art, 370, Teen Talaq, the introduction of GST, the construction of the 'Ram Temple in Ajodhya, digitalization, the cross-border assaults on terrorist facilities in Pakistan, etc., ultimately served to validate his dedication, conviction, and determined risky decisions. Modi exhibits a readiness to make difficult choices in the interest of the country as a whole (Laxman, 2021). Modi has demonstrated several leadership qualities, chief among them being the ability to make difficult decisions for the good of the country and to carry them out quickly and skillfully. By advocating for a one-country, one-tax system, which resulted in the implementation of the national Goods and Services Tax (GST), Modi implemented significant economic transformation. Many analysts agreed that the introduction of the Goods and Service Tax (GST) and the revision of tax rules increased government revenue many times by bringing millions of enterprises into the tax system (Joshi, 2022, November; Chengappa, 2024, January 8).

It was only with Modi's firm determination when he was the CM of Gujarat that the state became one of the wealthiest states in India under his leadership, with exceptional economic growth and job creation. His results-oriented mindset is evident in his relentless work ethic and refusal to settle for anything less than achievements (SugarMint, 2024). Modi has faced several challenges in his role as prime minister, but he has never given up or yielded to pressure. His developmental model is receiving world-wide recognition and appreciation.

PM Modi is a man who is eradicating financial untouchability in India by taking a million-dollar step. A leader who is extremely inspiring and a living legend (Saxena, 2014).

Modi's emphasis on outcomes emphasizes how critical it is to deliver quantifiable outcomes. Leaders must prioritize measurable results, recognize achievements, and motivate their team members to go above and beyond. When foreign leaders praised PM Modi for his decisive leadership at the G20 Summit, it was evident that he was a quick and courageous decision-maker. Modi's diplomatic skills were evident during the G20 meeting in Delhi, where he led India's participation in international affairs.

PM Modi's results-oriented mindset is evident in his relentless work ethic and refusal to settle for anything less than achievement. The public views Narendra Modi as a dynamic, competent, and development-focused leader who has emerged as a ray of light for people's hopes and dreams, according to Deep (2018).

2.6 Perception management

PM Modi is among the leaders of today who have mastered the art of managing public perception. The process by which an individual attempt to mold perceptions of them is known as impression management. In contemporary politics, Narendra Modi has demonstrated the greatest proficiency in manipulating public opinion. Both Modi, the statesman, and Modi, the marketer, are the same public figure (Ramchandran, 2014). By building the Ram Mandir in Ayodhya, Modi has ensured respect for India's cultural heritage on the international scene. Ram Mandir is a symbol of inclusivity and unity as well as the realization of a long-held aspiration for millions of Hindus (Admin, 2024, 24 February).

Saxena (2014) argues that Modi is a confident leader who demonstrates this by remaining composed under pressure, putting out rivals' flames, and helping your team see the bigger picture. Controlling stress and preserving a cheerful attitude. There's no better way to inspire your group than to take on leadership responsibilities yourself and stand with them, demonstrating that every level needs to genuinely function. This is a powerful example of leading by example.

He is able to do this because, among other things, he has already won over the majority of his audience, is familiar with their dialect, acknowledges their shortcomings, and—above all—adheres to the idea that he is one of them (Ramchandran, 1014).

2.7 Creative thoughts and thinking

Systemic reform and structural reorientation of the government are his top priorities. The Prime Minister is committed to making India a major exporter and a global center for manufacturing. Then there are the ideological pet projects, like cleaning up the Ganga, and the promises made in manifestos, like fast trains and new smart cities. The main goal of these initiatives is to have an early impact on governance (Ramchandran, 2014, August 28).

His innovative ideas and reasoning were intended to address the major errors and outstanding matters of the Congress government as part of the party's electoral manifesto. Examples of his creative thinking and successful implementation of them include the way he handled Article 370 in Jammu and Kashmir (J&K), resolved the issue of the Ram temple, which dates back more than 500 years, banned the practice of theen talak, granted women 30% of the seats in parliament and assemblies, and so on.

PM Modi's political career has been centered around innovation. Modi has encouraged creativity through programs like "Startup India," but Jobs has led the way in technological innovation with Apple. Therefore, India has undergone a profound technological and digital transformation under the leadership of PM Modi. The effects of India's digital revolution are evident at the local level. Millions of individuals now have instant access to vital services and information thanks to the expansion of Common Service Centers (CSCs), rising mobile phone penetration, and the BharatNet project's high-speed optical fiber cable deployment in rural areas (Admin, 2024, February 15).

Several other examples demonstrate PM MOdi's great creative thinking. For example, a vibrant spirit of innovation and entrepreneurship has been unleashed by India's thriving tech startup environment and programs like the Atal Innovation Mission, propelling economic growth and the creation of jobs. With the Unified Payments Interface (UPI) emerging as a game-changer in the digital payments industry, India has made substantial fintech strides as well (Admin, 2024, February 15). Last but not least, Modi himself posited that the thinking and approach of 'Aatmnirbhar Bharat Abhiyan' go beyond adopting swadeshi and being "vocal for the local". "Aatmnirbhar Bharat Abhiyan is the pursuit of creating crores of employment opportunities from villages to cities." Other examples are indigenously made modern satellites and semi-high-speed trains.

Under PM Modi's direction, a special program called '*Azadi Ka Amrit Mahotsav*' was launched in March 2021 to mark India's 75th anniversary of independence and to mark this momentous occasion nationwide. The substantial contributions made by the nation's unsung heroes were highlighted by this ground-breaking initiative (Joshi, November 22). On this occasion, the significant role of the tribal community in the evolving narrative of India is well established, be it their contribution to the freedom struggle, field of sports, or business (GOI, 2021).

2.8 Prescience (foresightedness)

One of the leadership traits of PM Modi that is most talked about is his prescience, i.e., foresightedness. Because of his unique perspective on issues, concepts, and events, Rajnath has previously claimed that PM Modi is the most brilliant leader in the galaxy of world leaders. He has the vision and foresight to recognize opportunities, solutions, and long-term results, while other public officials are limited to focusing only on crises, issues, or short-term profits. The nation has been developing on the motto "Sabka Saath, Sabka vikas, Sabka vishwas, and Sabka prayas," and no part of the population feels left behind or undervalued. The nation experienced political stability under Prime Minister Modi's leadership; this era would be remembered in India's democratic history as the "period of political stability." (MHA, 2023). Therefore, PM Modi is incredibly skilled at strategic planning and carefully lays out the course for India's advancement. He establishes precise objectives, prioritizes important tasks, and creates all-encompassing plans of action to reach them. His methodical approach to governance guarantees efficient resource allocation and methodical goal achievement (NLP, 2023).

Without lowering the cost of infrastructure and logistics, industrial development could not occur. With incredible vision, PM Modi has set a goal to lower the cost of logistics in five years in order to alter the scope and size of India's industries for the nation's development.

India did not produce personal protective equipment (PPE) during the coronavirus outbreak. At the moment, we create 20,000 PPE kits each day. The first aircraft in India to be produced in-country is the Tejas, which goes on sale. We provide worldwide shipping for hydroxychloroquine pills. The Made in India project consists of several different initiatives, these being just a handful of them.

Sharma (Quora, 2018) stated that when Modi was appointed Gujarat's chief minister, his prescience became clear. He approached the project head-on, aiming to achieve the following main goals:

- Raise the water table by building retaining walls, diaphragm walls, anchor slabs, dredging, and desilting.
  • Help Gujari Bazaar's washermen and slum inhabitants (of Dhobi Ghats).
  • Create a recreational riverfront that is quite long.
  • Create a number of public gardens and promenades.

2.9 Proactive approach
The proactive approach to problem-solving that characterizes Narendra Modi's leadership style is among its key features. Because of his decisiveness in addressing security concerns and implementing bold economic reforms, Modi has established a reputation as a leader who gets things done.

Prioritizing strategic planning shows that a leader is proactive, flexible in the face of change, and dedicated to achieving desired results. Not every Indian leader has been able to successfully garner popularity by becoming a "leader of the people" or capture the attention of the public in India thus far. Three honorable leaders in India's political history—Indira Gandhi, Rajiv Gandhi, and Atal Bihari Vajpayee—were people-centric and had deep ties to the populace at large. What makes Prime Minister Modi so popular around the world? What are his traits as a leader, a statesman, and a person? Talk about it everywhere in the world. He stated that the "new India" is progressing with policies and initiatives that have opened the doors for new possibilities during a video conference with the National Rozgar Mela. He claimed that the nation moved from its previous reactive posture to a proactive one after 2014. (Bhushan, April 14, 2023).

PM Modi's leadership style is characterized by a proactive approach to problem-solving, focusing on efficiency and progress. His decisiveness in addressing security concerns and implementing economic reforms has established him as a leader who gets things done. Singh (2024) argues that his actions and style have had a lasting impact on Indian politics and society despite differing views on Modi. Modi's approach to leadership is frequently characterized as proactive and decisive, emphasizing efficiency and progress (Sinha, 2024).

Narendra Modi's leadership style is progressive, focusing on addressing problems and finding solutions for the nation and society (Panda, 2016). His proactive approach to ending poverty has helped 25 crore people escape poverty, and he has handled the region's expansion, insurgency, and illegal migration with care. In 2019, the Modi administration abolished Jammu and Kashmir's special status under Article 370, allowing the state to follow the entire Indian Constitution. This has led to rapid development and legal rights for all. Modi's approach to education is based on reflection and aims to change the current system through his New Education Policy (NEP), which he implemented through creative thinking (Sharma, 2016).

2.10 Resilience
Individuals possess resilient traits such as empathy, a positive attitude, openness to change, and self-awareness. These traits are crucial to our work and organizations, helping them navigate tough times. Therefore, fostering resilience is an important journey for everyone. Resilient individuals can adapt to stress, crises, and trauma, finding ways to bounce back from life's ups and downs. Great leaders like Abraham Lincoln, Mahatma Gandhi, and Nelson Mandela have demonstrated the power of resilience in the face of extreme adversity. PM Modi's resilience, despite facing numerous challenges, is remarkable. He never gave up and remained focused on his objectives despite criticism or obstacles. His unwavering spirit highlights the significance of resilience in leadership. Examples include handling the Godra riot in 2002, addressing the Kashmir issue, and addressing farmers' agitation.

Narendra Modi's resilience and ability to bounce back from challenges are remarkable qualities for any leader. Despite criticism and setbacks, Modi persevered and focused on his goals, inspiring many. Resilience is crucial for leaders to navigate tough times, motivate teams, and achieve goals. Since 2014, Modi has received the highest honors from 15 countries and the highest environmental award from the United Nations. He also received the highest civilian award in the UAE, the 'Order of Zayed' (NLP, 2023).

Modi has faced numerous difficulties in his roles as Gujarat's chief minister and prime minister, yet he has never given up or yielded to pressure. He continued to lead India forward and held fast to his beliefs even when it appeared that he would never prevail. This resilience demonstrates strong character traits, which are essential for any successful leader. It is common knowledge that the Modi administration strengthened J&K's defenses against terrorism (Admin, 2024, February 15).

In order to bolster counter-terrorism efforts in various regions that are confronting extremist threats, insurgencies, and separatist movements, the PM Modi administration has implemented a variety of strategic initiatives. While implementing a zero-tolerance policy against terrorism has diminished its power, the Modi administration has also strengthened the judicial system by amending a number of laws. He claims that substantial and comprehensive changes to anti-terrorism laws, such as the Unlawful Acitivies Prevention Act (UAPA), have brought about a major change (Admin, 2024,   February 15).

As such, PM Modi keeps pushing India ahead and doesn't waver from his convictions, even in the face of overwhelming odds. Strong character qualities, which are necessary for any successful leader like him, are demonstrated by this resilience.

2.11 Adaptability
PM Modi's leadership style is characterized by flexibility and innovation, which have been praised for his handling of the COVID-19 pandemic and India's ability to host the G20 meeting under dynamic leadership. He has demonstrated adaptability and the ability to change course to address novel and unforeseen problems (Gupta, 2021). Modi has always advocated using technology to empower himself and others, staying updated with technological advancements like artificial intelligence, the Internet of Things, and big data (Admin, 2017, May 10). His emphasis on startups and digital technologies reflects his forward-thinking outlook.

Modi is also creative and flexible in his approach to handling new situations, constantly seeking novel solutions to tackle difficult problems and advance progress. His emphasis on startups and digital technologies has given young people with ideas a significant boost. His vision of making India self-reliant in the defense manufacturing sector and the growth of the drone sector have also benefited the country's young and private sectors. Despite facing numerous challenges and setbacks, Modi has managed to keep India's concerns from worsening (Business Line, 2021, October 24).

2.12 Integrity in the workplace
As a world leader, PM Modi is known for having a strong work ethic, honesty, and a high level of dedication. Jobs devoted his life to refining his work ethic and culture. Today, people take lessons for his punctuality, hard work, and detailed study (Admin, 2024, February 24). Modi is renowned for his lengthy workdays (Proffice Tech, 2023, October 6). Furthermore, adherence to the principles of honesty, integrity, nationalism, and respect for the individual at the last mile is one of PM Modi's defining leadership traits. PM Modi's provision of spotless, free administration has resulted in the corrupt now fearing the law of the land and the honest walking with their heads held high (Agrawal, 2024, March).

A strong work ethic, including dependability, dedication, and commitment, is crucial for productivity and success. Narendra Modi exemplifies this by working long hours and being involved in government. Leaders can foster a culture of excellence and productivity by adopting Modi's work ethic (NLP, 2023). Minister Jitendra Singh emphasizes the importance of good governance practices, which have long-term socioeconomic impacts. While Modi maintains zero tolerance for corruption, officers should have total protection and a positive work environment (Hindustan Times, 2023, December 23).

Lastly, PM Modi talked about his personal work ethic and experiences at work in his book (Modi, 2021). The book contains universal lessons about self-control, diligence, and the principles that PM Modi upholds in order to have a prosperous and moral work ethic.

2.13 Effective mentoring
PM Modi's leadership style emphasizes coaching, mentoring, and effective teaching to improve knowledge and skills. He emphasizes teaching exam preparation techniques, managing stress, and promoting pressure resistance in children. Modi encourages reasonable expectations and compassion in setting goals, as unattainable ones can cause stress (Admin, 2024, January 29). In 2020, he advised fresh IPS officers to be proud of their uniforms and focus on winning people's hearts through compassion, demonstrating empathy towards administrators and the people (Hindustan Times, 2020, September 4).

Every year, Prime Minister Modi mentors and chats with school children about overcoming the stress of exams. In his speech during the 2024 annual "Pariksha Pe Charcha" programme, he advised kids to "*always make friends who are more intelligent and work harder.*" Such friends must be an inspiration to you. Avoid letting the stress of your coursework and tests get to you. He went on to say that while difficulties and competition can serve as sources of motivation, healthy rivalry is still necessary (Gohain TOI, 2024,

January 30). He went on to say, "*The relationship between educators and students is the cornerstone of a bright future. Teachers need to build relationships with students far beyond the curriculum so that students can contact them with even the smallest issues*" (Gohain TOI, 2024, January 30).

His more than 108 "Man ki Baat" serve as another example of how to mentor working women, young people in both rural and urban areas, and entrepreneurs. Sharma (2024) goes on to say that Modi becomes the change agent because he understands the vital role that information plays in shaping the future. Through initiatives like Skill India and Digital India, he lays the foundation for a workforce that is capable and prepared to thrive in the digital world of the twenty-first century.

2.14 Global prospective
By looking for opportunities outside of their local markets, encouraging international cooperation, and adjusting to a globalized society, leaders may extend the reach of their ideas. In the recently updated Global Leader Approval Rating Tracker of the Morning Consult, PM Modi received nearly 78% approval ratings, the maximum by any leader across the world (Bhadoria, 2024, February 24).

Notably, the Modi administration also promised to restore India's standing in the international community and ensure that its interests and status are respected by all parties, including superpowers like the US and China, by rebasing Indian foreign policy on a set of values more in line with what it sees as its traditions (Hall & Ganguly, 2022). Similarly, in a piece published on May 28, 2014, Gateway House makes the case that the Modi administration may have more ideological leeway than the previous one to forge tighter strategic ties with countries like Australia and others. Australia could be well-positioned to benefit from Delhi's new strategic thinking. Modi has participated in international diplomacy and has achieved success worldwide. As investment plans were unveiled during a recent global investor meeting held in Gujarat in 2024, business leaders from around the world praised Prime Minister Modi's ambition. India is making large investments in environmentally friendly industries like green hydrogen and renewable energy.

India's tax base has doubled since the Goods and Services Tax was introduced in July 2017, replacing value-added tax, service tax, and other local levies. This has made India a center for FDI, a "bright spot" in the world economy, and a primary force behind global economic expansion (Admin, 2023, March 7). India's economy, currently the fifth largest, is expected to rank third by 2029 (Admin, 2024, February 4). Global leaders recognize Modi's approach to growth and governance, leading to increased interest in investing, working together, and expanding trade and business with India (ET CFO.com, 2024, January 10).

Furthermore, India leads in medical access, with its massive generics manufacturing sector providing affordable medications worldwide. Modi's leadership at the G20 showcased high organizational abilities, demonstrating the importance of honesty and moral principles in achieving this.

Thus, one of PM Modi's leadership traits is his ability to think and act with a global perspective.

2.15 Self-motivated
The capacity to control and guide one's own ideas and behaviors in order to accomplish objectives and create a fulfilling life is known as self-motivation (McPheat, 2022). Being self-motivated is crucial for leaders because, as role models, they should be driven before inspiring their subordinates. PM Modi is a determined individual who is willing to work very hard to achieve his goals. His motivation comes from within. The self-motivation attribute of a leader is the capacity to communicate a vision to their followers, inspire them to work toward a higher goal rather than their own personal benefit and convince them to adhere to that vision through direct words and deeds. In this context, PM Modi has moved quite a bit (Jayaraman, 2023). His willingness to take risks has enabled him to excel in both business and politics. Because he is receptive to learning new things, Modi is a creative leader.

PM Modi is a symbol of assurance and dedication as well. Being composed, putting an end to rivalries among teammates, and encouraging teamwork allows him to be self-motivated. On February 26, 2024, he described his office setup to TV9 News Bharatvarsh seminar attendees. The purpose of the structure was to facilitate meetings between state chief secretaries and federal government secretaries regarding the advancement of various projects. Every month, he assesses the state of the nation's largest projects. He uses a special piece of technology in his office called "Progress" to have online discussions with bureaucrats about the reviews. During his ten years as PM, he said, he assessed the monthly progress of projects valued at Rs. 17 lakh crore. This illustrates his self-motivation and his ability to motivate his team to work sincerely for the nation's rapid progress using innovative technology and networking.

2.16 Powerful networking

Today's politicians and managers must establish trusting working relationships with those who can assist them in carrying out their duties. When managers or staff take on leadership responsibilities, their network needs to reorient itself toward the outside world and the future (Hunter & Ibrra, 2007). Agnihotri and Kapoor (2019) suggested networking as one of the leadership dimensions in their study and used factor analysis to examine a number of sets of variables in the context of the IT sector.

PM Modi's social influencer status sets him apart from global leaders. He ranks #1 on social media platforms like Twitter, Facebook, Instagram, and YouTube, with over 89 million followers as of February 2024. In India, he will have over 61 million Facebook followers by the end of 2023, making him the most popular user on the platform (Statista, 2024, February). Prime Minister Modi effectively uses social media, speeches, and diplomatic gatherings to communicate with millions of followers, effectively reaching diverse audiences (Srivastava & Kapoor, 2020).

Checkbrand conducted a study on the online opinions of the top 500 social media influencers and 95 political leaders from August to October. The analysis examined over 100 million web impressions and 86,400 "trends" on various social media sites (Business Today, 2020, November 24). Prime Minister Modi outperformed the next closest political figure by double, with a combined brand score of 70. The report stated that Modi's brand value in monetary terms was Rs 336 crore (Business Today, 2020, November 24). His monthly program, Mann Ki Baat, serves as a powerful tool for connecting with the public and promoting growth, revenue, and job creation. The show has produced over 100 episodes since October 2014.

2.17 Transparency toward the public

India's economy faced stagnation, corruption, and inefficiencies before Narendra Modi's government. However, his administration has improved efficiency through decentralization, decreased corruption through technology, and restored trust through transparency (ET Bureau, 2021, October 21). PM Modi prioritizes public interests and welfare, focusing on pro-people and proactive governance (PIB, 2021, October 20). He emphasizes that corruption is containable and that people benefit from government programs without middlemen and bribes.

PM Modi believes transparency and accountability are crucial for a pro-people government. To enhance transparency and clean governance, his government has implemented measures such as centralized platforms for citizen grievances, the government e-marketplace, real-time operational data dashboards, and decisive action against corrupt officials. These measures have reduced reliance on piecemeal reports and fostered transparency, accountability, and discipline in data reporting. Initiatives like the One Nation, One Ration Card plan and the Digital India Land Record Modification Program have also been implemented to enhance service delivery, reduce corruption, and empower citizens. The adoption of e-office systems and food grain supply chain management has enhanced transparency in governance practices, benefiting the nation's citizens by providing a digital perspective (Admin, 2024, February 23).

Effective leadership requires transparency and openness. PM Modi exemplifies these qualities by engaging with stakeholders through platforms like "Munn ki Baat" and soliciting their opinions. Transparency boosts trust and confidence among subordinates, allowing the team to move forward. (Champlain College, 2023, December 8). PM Modi's openness and transparency contribute to his leadership style.

2.18 Works for sustainability

PM Modi's vision for India's future mobility is based on the seven C's: common, connected, convenient, congestion-free, charged, clean, and cutting-edge. He emphasizes sustainable transportation and is leading one of the largest sustainable energy transitions globally (Admin, 2024, February 24). India is committed to tackling climate change and addressing its growing challenges. In 2018, PM Modi emphasized India's focus on ease of living through good governance, sustainable livelihoods, and a cleaner environment during the World Sustainable Development Summit.

In an attempt to fully accomplish its 2030 Sustainable Development Goals (SDG) commitments, India has started a variety of programs. States in India receive an SDG index score between 42 and 69, while Union Territories receive a score between 57 and 68. Namami Gange Mission, a major policy goal for achieving SDG 6, was initiated as a priority initiative with a budget investment of Rs. 20,000 crore for the period 2015–2020 (GOI, 2020, January). Furthermore, In G20, the contributions of PM Modi towards sustainability development with his expansive vision for the global good and the fight against climate change gave rise to numerous initiatives such as the EU Economic Corridor, ISA, CDRI, Global Bio-Fuel Forum, and India Middle East (Garg, 2023, September 12).

The Modi government is spearheading the movement to push India towards a circular economy *through environment-friendly,* sustainable economic development (Admin, 2024, February 24). Current flagship policies and programs of the Government of India, such as the Swachh Bharat Mission (SBM), Beti Bachao Beti Padhao (BBBP), Pradhan Mantri Awas Yojana (PMAY), Pradhan Mantri Jan-Dhan Yojana (PMJDY), Deen Dayal Upadhyay Gram Jyoti Yojana (DDUGJY), and Pradhan Mantri Ujjwala Yojana (PMUY), have substantial evidence for sustainability (GOI, 2020, January). Similarly, on March 4, 2024, with his commitment to the country and the laying of the foundation stone for NTPC's power projects worth over Rs. 30,000 crores, Prime Minister Modi made a huge step towards sustainable development and economic growth (PIB, 2024, March 4). Furthermore, to achieve the objective of green mobility, the government unveiled the National Electric Mobility Mission Plan (NEMMP) 2020 under PM Modi's direction. The objectives and timeline for the country's rapid adoption and production of electric vehicles are outlined in this strategy.

It has been asserted that India is likely to become one of the world leaders in green growth very soon, with its value predicted to rise to $1 trillion in 2030 and $15 trillion by 2070. India is leading various projects in the fields of energy production, transportation, and manufacturing while also having an impact on the global narrative of green growth (Joshi, 2023). Therefore, PM Modi has a leadership commitment towards achieving economic growth with sustainable development.

2.19 Keen to maintain welfare economics
Modi, a social reformer with a humanistic outlook, is dedicated to improving India's poorest citizens' lives through universal healthcare, education, and economic development (Sugar Mint, 2024). He has initiated initiatives to improve farmers' lives, such as "Pradhan Mantri Fasal Bima Yojana" (PMFBY) and "Pradhan Mantri Kisan Samman Nidhi" (PMKSN), which aim to transform the agricultural sector and give farmers more authority (Mahendra, 2023, June 2). The Modi government's objective of building 29.3 million dwellings for the rurally impoverished is expected to be completed by December 2023. Chatterji HT, 2023, July 10). Pradhan Mantri's Ayusman Yojana Scheme (PMJAY) ensures fair access to high-quality medical care by reducing healthcare costs. SP Singh Baghel, Minister of State for Health and Family Welfare, praised Ayushman Bharat as the most important government welfare scheme in India today (PIB, 2023, September 25).

"Central sector schemes" (CS) are programs that are entirely supported by the federal government; "centrally sponsored schemes" (CSS) are programs that are primarily funded by the federal government and carried out by the states. India's Union budget for 2022 included 740 central sector (CS) programs. There are various social welfare schemes (*https://www.indiastat.com/data/social-and-welfare-schemes).* 'Sabka Saath' has lifted nearly 250 million people out of multilayered poverty during the previous ten years, according to government estimates, as a result of executing numerous welfare and developmental projects for low-income people. Union Finance Minister Nirmala Sitharaman made this statement when introducing the interim Budget 2024–25 to the next Parliament.

The Modi administration has prioritized women's development and empowerment in society and the workplace. A new piece of legislation mandates that 33% of seats in assemblies and the Lok Sabha be allocated to female candidates in each election. The government has also focused on nurturing women entrepreneurs through financial support, skilling, and training. The Ujjwala Yojana, Nari Shakti Vandan Adhiniyam, and other initiatives have all contributed to women's empowerment. The world has recognized India's progress in women-led development. However, Sharma and Pathak (2023, September 23) contended that the Union Budget spending has increased by 150.88% from FY 2014–15, but the proportion of the budget allocated to social security programs has decreased relative to the overall budget, with many programs receiving lower funding than before the pandemic.

In May 2022, Smiriti Irani, Cabinet Minister, added that a number of tactics were employed to remove barriers for women to engage in Indian society, politics, and the economy, including livelihood-oriented schemes, female literacy programs, and capacity-building modules (Joshi, 2022, November). Additionally, Joshi (2022, November) contends that creating a family-oriented strategy is essential to government attempts to increase women's empowerment in the nation. Given the importance of the family to society, men's attitudes must shift if they want to see true empowerment for women.

2.20 Summing Up
Instead of emphasizing the politics of votes, PM Modi is a great proponent of the politics of performance. He and his administration have achieved this through the use of a variety of leadership attributes, including Modi's vision, foresightedness, strong communication skills, ability to explain to the public his government's accomplishments and future plans—such as assuring the people of India that the country will raise its economy to the third rank in the world in the next five years—a proactive approach, adaptability, embracing the newest technology, adherence to integrity and ethics in the workplace, use of creative ideas, implementation of hundreds of welfare schemes for the poorer sections of the population, strong support for sustainable development, demonstration of self-motivation, mentoring of school-age children and youth, use of powerful networking, etc. Because of his actions, policies, and diplomatic role in maintaining cordial relations with hundreds of countries, India is now

known as the "Vishuv Guru." As a result, trust in Indian leadership, talent, and economy has been rebuilt. India's economy has grown at one of the fastest rates in the world under his direction, and the country is currently working toward a $5 trillion GDP. Despite these intriguing traits in such an inspiring leader as Prime Minister Modi, there are considerable research gaps on this topic, despite the fact that it is an important area of study for scholars of the next generation.

3. Survey Methodology

3.1 Sample selection

Assuming that the universe was infinite, a simple random sampling procedure was used to collect the quantitative data for this study from the LinkedIn connections. The formula for an infinite population (Cochran & Lord Jr., 1963) was used in the study to determine sample size.

We calculated the sample size for this study using the Cochran formula, which is as follows:

$$n_0 = \frac{Z^2 pq}{e^2}$$

Where:

- n_o, is the sample size
- e is the desired level of precision (i.e. the margin of error),
- p is the (estimated) proportion of the population that has the attribute in question
- q is 1 − p; • z-value is found in a Z table.

The study's sample size of 385 was established using the formula above. In an effort to increase the number of replies, we sent survey links to 700 individuals from a variety of backgrounds, such as business people, executives, educators,   and others such as retired people, etc.

3.2 Research instrument: Design and data collection

The self-made questionnaire used to gather the core data was posted online via a Google Form. The survey link was distributed to LinkedIn users and other outlets from 15th February to 10th March 2024. Within two weeks of the online questionnaire being delivered, reminders were sent, allowing participants three weeks to complete it. The questionnaire was divided into three pieces. The respondents' demographic data was included in Part A. In Part B, which included leadership traits, participants were asked to rate the 19 leadership traits. A Likert scale, with 1 denoting strong disagreement and 5 denoting strong agreement, was used to evaluate them. Respondents to Part C were also requested to provide two other leadership traits they thought were pertinent to PM Modi's personality.

3.3 Preliminary examination of the survey

Feedback was gathered for a pre-test from two managers, two management academicians and one from a public figure. After that, the survey was polished and completed.

3.4 Responses

Replies from 203 respondents were obtained.   A 29% response rate is obtained as a result. In addition, we looked for non-response bias by comparing the first 20% of early responses with the final 20% of late responses. Insignificance is the t-test's conclusion**.**

4. Results and Discussion
4.1 Reliability

The reliability of the survey instrument was measured by Cronbach Alfa value, which is as follows:

Table 4.1: Reliability: Cronbach Alfa value

Cronbach's Alfa	No. of items
0.952	19

The Cronbach alpha (coefficient of alpha) was calculated using the SPSS software in order to assess the measurement reliability of the research instrument. A measurement is deemed reliable if its alpha (α) value is greater than or equal to 0.70. The internal consistency of the responses was deemed reliable, as evidenced by the alpha values of 0.952 for 19   leadership. The results are shown in Table 4.2

4.2 Descriptive statistics

Table 4.2: Characteristics of respondents   (n=203)

Characteristics	Frequency
Age	Less than 30 yrs. = 33 (16.3%) 30 to 40 yrs. = 73 (36.0%) 40 and more yrs. = 97 (47.7%)
Experience	Less than 5 yrs. = 45 (22.2%) 5 to 10 yrs. = 28 (13.8%) 10 and more yrs. = 130 (64%)
Position	Executive = 43 (21.2%) Educator = 101 (49.8%) Business person = 8(3.9%) Others = 51 (25.1%)
Education level	Secondary education = 3 (1.5%) Graduate = 22 (10.8%) Postgraduate =76 (37.4%) Ph. D. = 102 (50.3%)
Working in which sector?	Government organisation = 33 (16.3%) Non-government organisation = 120 (59.1%) Others = 50 (24.6%)
Native of which country/continent	India = 39 (19.2%) Rest of the world= 164 (80.8%)

The demographic characteristics of survey participants are shown in Table 4.2. A total of 83.7% of those who completed the questionnaire were 30 or older.

Executives completed 21.2% of the questionnaires, followed by educators (49.8%), businesspeople (3.9%), and others (retired individuals, people not in the workforce, etc.), with the remaining 25.1%. Furthermore, 64% of respondents have ten years or more of experience, while 36% have less. In addition, 50.2% of participants possess a doctorate, while 37.4% of participants have completed postgraduate studies. Among them, 10.8% have graduate degrees. The distribution of employment among the respondents shows that 16.3% work for the government, 59.1% for non-government organizations, and the remainder for others. The survey has a worldwide component, as seen by the interesting fact that 80.8% of respondents are from India, and the remaining 19.2% are from other countries.

4.3 Frequency distribution, Basic statistics and Kendall's Coefficient of concordance (KCC)
Table- 4.3: Leadership Traits of PM Narendra Modi

Leadership traits	To a very large extent (5)	To a large extent, (4)	To some extent (3)	To a least extent (2)	To a very least extent, (1)	N	Mean	SD	KCC Mean Rank*	Rank
Powerful Net-working	132 (65.0%)	57 (28.1%)	11 (5.4%)	2 (1.0%)	1 (0.5%)	203	4.56	0.69	11.98	1
Self-motivated	129 (63.5%)	59 (29.1%)	10 (4.9%)	3 (1.5%)	2 (1.0%)	203	4.53	0.75	11.84	2
Global prospective	122 (60.1%)	64 (31.5%)	8 (3.9%)	6 (3.0%)	3 (1.5%)	203	4.46	0.83	11.33	3
Visionary leadership	117 (57.6%)	62 (30.5%)	20 (9.9%)	2 (1.0%)	2 (1.0%)	203	4.43	0.79	11.28	4
Determination & result-oriented	116 (57.1%).	67 (33.0%)	16 (7.9%)	4 (2.0)	-	203	4.45	0.73	11.27	5
The public's direct communication strength	108 (53.2%)	69 (34.0%)	16 (7.9%)	6 (3.0%)	4 (2.0%)	203	4.33	0.89	10.65	6
Proactive approach	114 (56.2%)	61 (30.0%)	17 (8.4%)	8 (3.9%)	3 (1.5%)	203	4.35	0.90	10.61	7
Being organized (detail-oriented)	100 (49.3%)	79 (38.9%)	20 (9.9%)	2 (1.0%)	2 (1.0%)	203	4.34	0.77	10.56	8
Integrity in work place	109 (53.7%0	58 (28.6%)	24 (11.8%)	8 (3.9%)	4 (2.0%)	203	4.28	0.96	10.24	9
Creative thoughts and thinking	96 (47.3%)	76 (37.4%)	25 (12.3%)	4 (2.0%)	2 (1.0%)	203	4.28	0.83	10.01	10
Resilience	90 (44.3%)	75 (36.9%)	32 (15.8%)	3 (1.5%)	2 (1.0%)	203	4.26	0.93	9.74	11
Prescience (foresightedness)	96 (47.3%)	70 (34.5%)	25 (12.3%)	9 (4.4%)	3 (1.5%)	203	4.22	0.93	9.72	12
Adaptability	92 (45.3%)	77 (37.9%)	23 (11.3%)	9 (4.4%)	2 (1.0%)	203	4.22	0.89	9.56	13
Effective mentoring	89 (43.8%)	71 (35.0%)	29 (14.3%)	12 (5.9%)	2 (1.0%)	203	4.15	0.94	9.25	14
Perception management	81 (39.9%)	85 (41.9%)	29 (14.3%)	8 (3.9%)	-	203	4.18	0.82	9.23	15
Works for sustainability	85 (41.5%)	75 (36.9%)	29 (14.3%)	8 (3.9%)	6 (3.0%)	203	4.11	0.99	9.16	16
Keen to maintain welfare economics	76 (37.4%)	82 (40.4%)	31 (15.3%)	10 (4.9%)	4 (2.0%)	203	4.06	0.95	8.57	17
Empathy with regular people	65 (32.0%)	84 (41.4%)	40 (19.7%)	11 (5.4%)	3 (1.5%)	203	3.97	0.93	7.87	18
Transparency towards public	66 (32.5%)	64 (31.5%)	48 (23.6%)	14 (6.9%)	11 (5.4%)	203	3.79	1.13	7.11	19
Grand average							4.26			

 *Kendall's W calculated value is 0.094 (Chi-square 344.74; degree for freedom 18; N=203; p<0.01) which is highly significant.

The survey study included 19 traits for the respondents to rate the extent to which they perceive the leadership traits of PM Modi. These traits were derived from previous research and from some articles written by professionals in newspapers/online and magazines. The frequency distribution, as well as the mean, standard deviation, and KCC Mean Rank, are shown in Table 4.3.

The ranking of leadership traits is based on their KCC Mean Rank, and mean values and standard deviation are also presented. It is clear that the respondents thought that "self-motivated" (mean = 4.53; SD = 0.75) placed second and "powerful networking" (mean = 4.56; SD = 0.69) was the trait that most resembled PM Modi. "Global perspective" is ranked third among respondents

(mean = 4.46; SD = 0.83). "visionary leader" (mean = 4.43; SD = 0.79), "determination and result-oriented" (mean = 4.45; SD = 0.73), and " the public's direct communication's strength " (mean = 4.33; SD = 0.89) are ranked fourth, fifth and sixth, respectively, among the traits that respondents perceive.

These unquestionably demonstrate that PM Modi is a visionary and global leader who is steering Indian ambitions and strengthening the economy to become the greatest nation in the world. To put the country on the right path of progress, his government's strategic planning and policy direction, for instance, are achieving Made in India, Smart Cities, Digital India, Zero Defect-Zero Effect, Jan Dhan Yojna, Skill India, Swatch India, High-ways development, railway infrastructure development and their modernization, quality airports, self-reliance in defense arms and ammunition, and increasing FDIs in various crucial sectors many notable examples. Additionally, the repeal of Article 370 and 35 A from Jammu and Kashmir (J&K), the outlawing of Teen Talaq, and the construction of the Ram temple in Ayodhya are examples of his "proactive approach" and "decisive decision-making and result-oriented" leadership styles. This has changed the national psyche and given peace, serenity, and speedy progress to J&K.

The reputation that PM Modi has as a social influencer sets him apart from other global leaders. This is evident from the fact that ranking #1 on YouTube, Facebook, Instagram, and Twitter, Prime Minister Modi of the most populated nation is the world's most followed leader in social media. With more than 89 million followers on Twitter as of February 2024, PM Modi is the most popular user in India (Statista, 2024, February).

The respondents also highlighted a number of leadership qualities in the ranking order for "proactive approach" (mean = 4.35; SD = 0.90), "being organized (detailed-oriented)" (mean = 4.34; SD = 0.77), "integrity in the work place" (mean = 4.28; SD = 0.96), and "creative thoughts and thinking" (mean = 4.28; SD = 0.83). It should be noted that the mean values of these 10 leadership qualities are greater than the grand mean values.

It's interesting to note that two leadership qualities, "transparency towards the public" (mean = 3.79; SD = 1.13) and "empathy with regular people" (mean = 3.97; SD = 0.73), respectively, were rated lowest and had mean values below 4. In addition, PM Modi scored higher than 80% for 17 of the 19 attributes.

In the 10th edition of Vibrant Gujarat Global Summit 2024, Mukesh Ambani said, "*The main reason for this transformation is our leader, who has emerged as the greatest leader of modern times, Shri Narendra Modi, the most successful Prime Minister in India's history. When he speaks, not only does the world speak, but also applauds him. He elaborated on how India's Prime Minister makes the impossible possible*". Similarily, at the G20 event, Foreign Minister Lavrov (Russia) said, *"He is the only man in recent history who resembles the greatest political philosopher and mystic of all time.*" Global leaders, including Elon Musk and Ray Dolia, have praised PM Modi for his connections with people, efforts to improve the business environment, and visionary leadership (Money Control, 2023, June 23).

4.4 Mann-Whitney test for differences in responses to leadership traits

Based on respondents' position and native country, results are also analyzed to determine whether the respondent groups' perceptions differ significantly from one another. The Mann-Whitney test is used to look for variations in their perceptions. Table 4.4 below displays the results.

Table 4.4: Mann-Whitney test for Differences in the perceptions of the respondents on the leadership traits of PM Narendra Modi

Leadership traits	By Position G1= Educators (101) G2 = Others (102)			By Native country G1= Indian (164) G2= Rest of the world (39)		
	Z value	Mean G1	Mean G2	Z value	Mean G1	Mean G2
Powerful net-working	-1.54	107.4	96.7	-0.71	103.2	97.0
Self-motivated	-1.75	108.1	95.9	-0.80	103.4	96.3
Global perspective	-2.23**	110.0	94.1	-2.03**	105.6	87.1
Visionary leader	-1.72	108.3	95.8	-0.48	102.8	98.4
Determination & result-oriented	-1,06	105.9	98.2	-1.46	99.4	112.9
The public's direct communication's strength	-2.86*	112.7	91.5	-0.74	103.3	96.4
Proactive approach	-1.42	107.2	96.8	-0.14	101.8	103.0
Being organised (details-oriented)	-1.21	106.6	97.5	-0.40	102.7	98.9

Integrity in work place	-1.63	108.1	96.0	-0.26	102.5	100.0
Creative thoughts & thinking	-1.75	108.6	95.4	-0.28	101.5	104.2
Resilience	-2.62*	112.0	92.1	-1.44	99.3	113.3
Prescience (foresightedness)	-1.52	107.8	92.1	-0.74	100.6	107.8
Adaptability	-1.29	106.9	97.1	-0.13	101.8	103.0
Effective mentoring	-0.70	104.7	99.3	-0.77	103.5	95.9
Perception management	-2.19**	110.4	93.7	-1.10	104.1	93.4
Works for sustainability	-2.03**	109.8	94.3	-0.01	102.0	101.9
Keen to maintain welfare economics	-2.37**	111.2	92.9	-2.06**	105.9	85.7
Empathy with regular people	-2.43**	111.5	92.6	-1.21	99.7	111.6
Transparency towards public	-2.96*	113.8	90.4	-0.57	103.1	97.4

*Significant at 0.01 level; **Significant at 0.05 level*

Furthermore, the replies are examined to determine whether the respondent groups identify any statistical variations in the answers about PM Modi's leadership traits. When data is analyzed by the native country, significant differences are discovered between two traits (India and the rest of the world). Regarding "global perspective" (z = -2.03; p<0,01) and "keen to maintain welfare economics" (z = -2.06; p<0,10), these are the relevant traits. Compared to respondents from other countries, Indian respondents had greater mean values for both traits. It suggests that some Indian respondents are hesitant about PM Modi's leadership qualities in terms of his "global perspective" and "keen to maintain welfare economics".

Additionally, perceptions of "transparency towards the public," "empathy with regular people," "works for sustainability," "perception management," and "resilience" differ significantly between educators and other groups. Indian culture could be one of the causes, and people are losing faith in one another because society doesn't seem to care all that much.

4.5 Factor Analysis

A factor analysis was carried out to develop a conceptual framework based on this survey research on PM Modi's leadership traits. The results are displayed in Figure 4.1. The 19 leadership traits provided a five-factor model with an Eigen value greater than 0.40. The extraction method used was the principal component analysis. The rotation method used was Varimax with Kaiser Normalization, and the rotation was conducted in 13 iterations.

The first factor is titled "Visionary and Transformative" and comprises six leadership traits of PM Modi. The second aspect comprises six leadership traits and is termed the "Humanistic and Value-driven." Three leadership traits are covered in the third part, which is referred to as the "Decisive and Result-Oriented." Two attributes are covered in the fourth factor, "Social Influencer and Opinion Leader." The fifth factor is termed "Flexibility, Adaptability, and Dynamic", and it includes two leadership traits. The factor loadings for each trait are shown in brackets in Figure 4.1. Moreover, 72.1% of the total variance is explained by the five-factor model.

According to management guru Warren Bennis, visionary leaders are only effective to the degree that they can effectively communicate their vision and inspire others to adopt it as their own. The ability to turn a vision into reality is what makes someone a leader. The positive attributes of visionary and transformative leaders have a big impact on institutional cultures. Those who engage others and make changes "in a big way" are considered transformational leaders. They are mirrored in Modi's leadership incredibly well.

Humanistic and value-driven leadership is about appreciating the worth of every team member, creating a safe space for others to work in, putting the welfare of subordinates first, ethics and integrity in management (BPS (SUISSE), 2023, September 18), providing good mentoring (Varney, 2012), transparent communication, and sustainable development (Mele, 2016). Their actions indicate that they are value driven. Sustainability is the practice of taking control of our requirements and striking a balance between our immediate needs and those of the future. Ethics are the moral principles or ideals that a human being must uphold in both his personal and professional life. Therefore, PM Modi's leadership attributes wonderfully embrace humanistic and value-driven leadership styles. Gogai (2024) posits that his focus on economic development, foreign policy initiatives, and social welfare programmes reflects his pragmatic approach to governance.

Leaders who focus on achieving results are at ease with taking command and making hard and risky choices. These leaders understand the value of connections and difficult decision-making as essential elements in boosting output and outcomes. They are strategic but also approachable and sympathetic (see, Morelock, 2023, June; Thurman, 2019, November 5). Decisive actions are tied to resilience. Strong decision-makers are resilient leaders (Thurman, 2019, November 5). According to Gogai (2024), PM
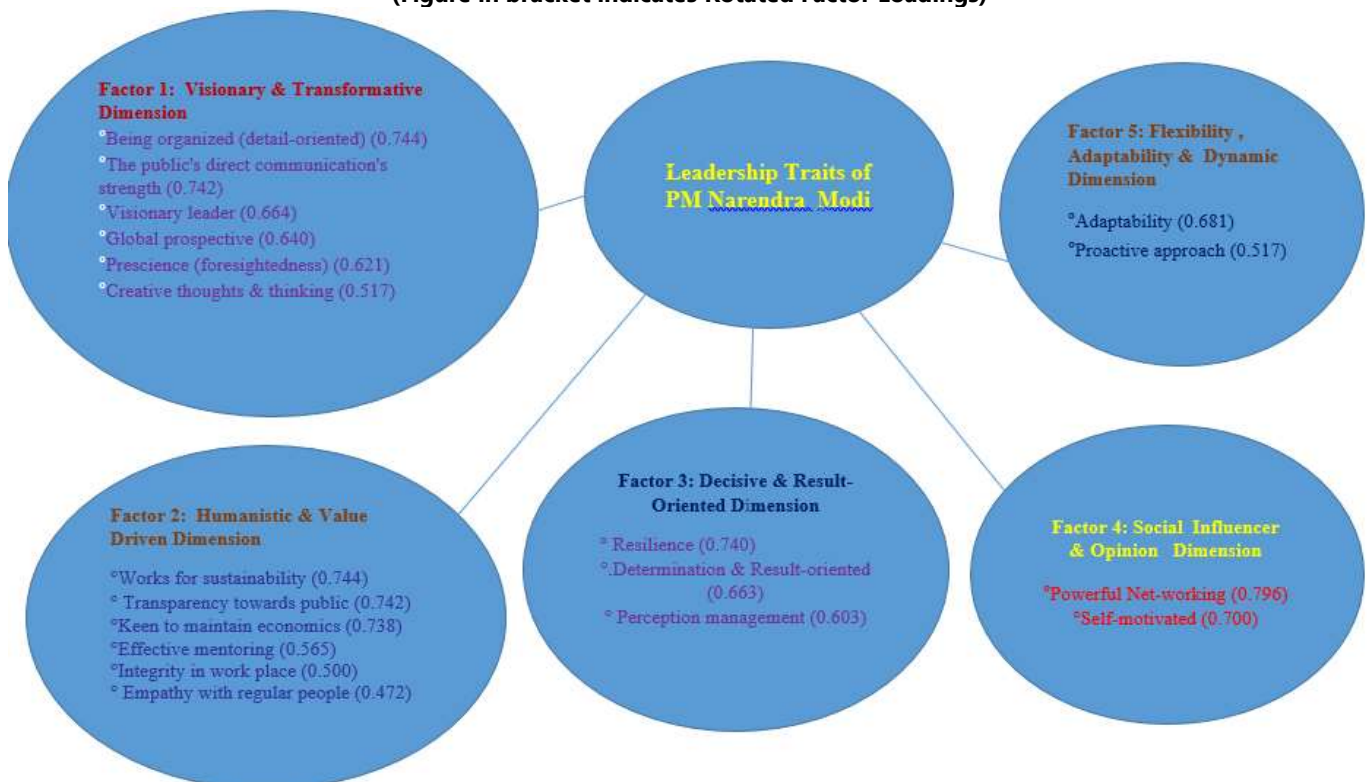
Modi's leadership is decisive, with a strong emphasis on performance-driven results. His style of working is often described as hand-on, decisive, and goal-oriented.

It should be noted that social media and networking that work well encourage knowledge exchange, self-motivation, a diversity of opinions, and increased social influence on large populations (Sivakumar, Jayasingh, & Shaik, 2023). Gino, Kouchaki, and Casciaro (2016, May) posited that effective networking is crucial for fostering relationships because it allows one to adopt a promotion attitude, explore common interests, and motivate oneself with a higher purpose. PM Modi is known for using strong networking as a social influencer and opinion leader. Dutt (2024, February 14) states that "*Modi's use of social media will be the playbook for politicians in various parts of the world.*"

A flexible leader can identify the context of a situation and determine which course of action is most appropriate for the given goal. The secret to flexible leadership is adaptability. Gaining adaptable leadership abilities requires thought and practice. They ought to ask the group for input, be willing to try new things and learn from their errors. Political leaders may grow more assured of their capacity to modify their plans in response to governmental requirements and development initiatives with time and experience (Wijaynto, 2023, September 3).

When a new threat emerges that has the potential to have a significant influence on the government and significant adjustments to plans or tactics are required to prevent a catastrophe, flexible and adaptive leadership appears to be especially crucial (Yukl & Mahsud, 2010). Modi's leadership style, which is marked by its adaptability, dynamism, flexibility, and intense concentration on achieving outcomes, has thus had a significant impact on India. In today's ever-evolving business environment, PM Modi's flexibility is essential.

Figure 4.1: Conceptual Framework for Leadership Traits of PM Modi Developed from Factor Analysis (Figure in bracket indicates Rotated Factor Loadings)

4.6 Additional traits in open-ended suggestions by participants
Those who participated in the survey honestly stated that Modi is a very talented leader who maintains strict discipline. A few of his strong points are that he is straightforward, honest, goal-oriented, trustworthy, focused on the advancement and empowerment of women, possessing self-control, grounded and inclusive, highly analytical, and strongly religious. He also adopts technology, acts as a change agent, realizes big dreams, takes responsibility, and isn't afraid to criticize others for their flaws as well as their strengths. He is punctual and well-organized. His requirements for hygienic conditions and cleanliness are extremely

strict. He is a really committed and tenacious individual. He takes an honest approach to things and is eager, focused, and motivated. Like many, he is obsessed with his work. He also finds social events and charitable contributions to be quite admirable.

Consequently, PM Modi stands out from other international leaders because of his reputation as a flexible, determined, and social influencer. A team may achieve its goals when there is effective communication between the leader's vision and the team's activities. PM Modi's persona is a perfect fit for these claims since visionary leaders are adept at explaining their ideas to an audience that is both academically and emotionally interested. That clarifies why he is the most well-liked, prosperous, and esteemed leader in the world.

5. Conclusions, Remarks, Limitations of the Study and Future Research
5.1 Conclusion:
Being centered on the leader rather than the followers, the environment, or any other set of factors, the trait theory of leadership distinguishes itself from other theories of leadership. This theory emphasizes that a leader must have a specific set of attributes in order to be effective. PM Modi's emphasis on inclusive development is in line with the principles of inclusive leadership. Leaders may foster an inclusive and varied work environment by appreciating the contributions of all team members, encouraging diversity, and providing equitable opportunities for advancement. As demonstrated by the top ten leadership traits—strong networking, self-motivated, determined and result-oriented, global perspective, visionary leader, proactive approach, being organized (detailed-oriented), public direct communication, creative thoughts and thinking, integrity in the workplace, etc.—effective political leaders are able to think creatively, react quickly to changing circumstances, and avoid becoming mired in a routine. For these characteristics, the mean values were greater than the grand mean values. In this survey research, 19 different leadership qualities were evaluated. Also, based on the mean rank according to the Kendall Coefficient of Concordance (KCC), the same results were obtained.

Additionally, five factor models—"visionary and transformative", "humanistic and value-driver," "decisive and result-oriented", "social influencer and opinion leader", and "flexibility, adaptability, and dynamic" were obtained from factor analysis performed on the 19 leadership traits of PM Modi. The variances in the PM's leadership traits were 72.1%, as explained by the five-factor model. These characteristics unmistakably demonstrate that PM Modi is a worldwide leader who also possesses a strong sense of morality and humanism, is determined and results-oriented, is influential and an opinion leader in society, and is a highly flexible, adaptive, and dynamic as well as inspiring political figure. The body of knowledge on leadership qualities is expanded by this conceptual framework.

Somewhat of an early conceptual stance on leadership is described by the trait theory, sometimes known as the great-man hypothesis. According to this viewpoint, there is only one ideal way to lead, and only a few chosen people can do so by having deeply ingrained psychological traits that enable them to rule or improve society to the greatest degree possible. These essential qualities have been repeatedly and in various contexts displayed by PM Modi during the last ten years.

5.2 Limitations of the study
There are certain limitations to consider while evaluating the survey study's findings. It is important to analyze the cross-sectional study's limitations and the size of the sample under investigation. It is important to acknowledge that an individual's responses to inquiries about leadership qualities could be impacted by their personal convictions regarding their expert status. Despite every attempt to increase the response rate, there was a propensity for certain respondents to underreact or stay neutral on particular problems. To maximize response rates and minimize the length of the questionnaire, the information collected through surveys must be managed. The generalizability of the findings can potentially be problematic. As the factor solutions are renamed for the five-factor model for leadership traits, consideration should also be given to the limits of the factor analytical method. Additionally, a conceptual framework may be limited by the fact that different researchers may have different views of the same occurrence, leading to different explanations.

5.3 Directions for Future Research
It is expected that, as time goes on and new information becomes available, further studies on political leadership traits will be conducted. The researchers will look more deeply at the concepts in an effort to develop new ideas. Furthermore, future research may look into the leadership qualities that respondents indicated in their open suggestions. It is also possible to look into how these leadership qualities affect the efficacy of leadership in the context of other political leaders.

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